Human Performance & the Role of Human Resources

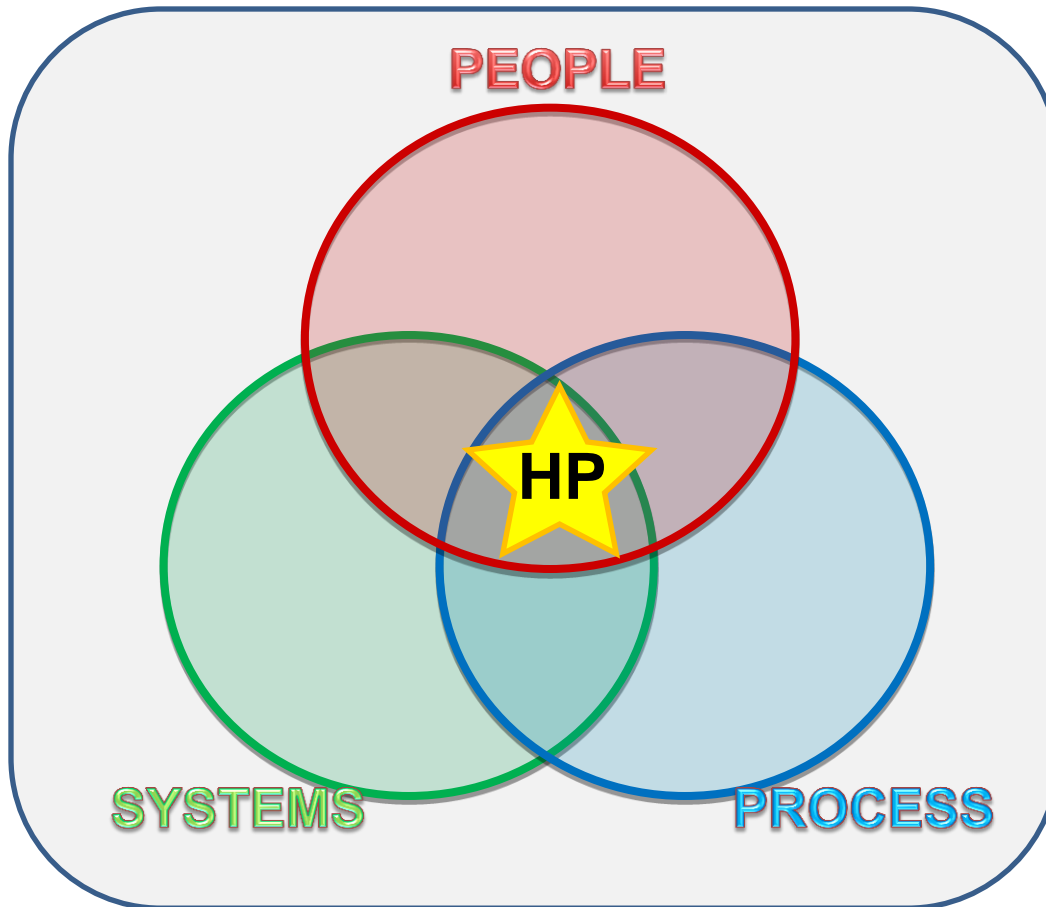## Ms. Cheryl Steptoe-Simon

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Agenda

- Human Performance Functions

- Human Performance Components

- ADKAR Model and System Lifecycle Phases

- Roles and Responsibilities

- Way Ahead

Why Human Performance

Human performance integrates activities that support:

- *Introduction of new processes*

- *Fielding of new applications/systems*

- *Training for new jobs and job roles*

A Non-Traditional, but Critical Role for Human Resources Organizations

PEOPLE

SYSTEMS

PROCESS

HP

Human Performance

- **Key Functions:**
    - Enable DLA organizations to be *ready for change*
    - Convey *common goals* and *vision* to entire organization
    - Identify *impacts* to all *audience* groups and stakeholders
    - Translate new system functionality into job/system changes
    - Educate and train employees in *new processes* and *systems*
    - Prepare end users for *new jobs*

Requires coordination with Process Owners, Field Activities, and functional experts

- Human Performance includes three key areas of work:
    - **Organizational Alignment (OA)** – *aligning people with process and technologies*
    - **Change Management (CM)** – *enabling user readiness through communications and sponsorship*
    - **Training**– *preparing end users for the new processes and technologies*

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Components of Human Performance

- Aligns organizations, jobs and people with redesigned business processes
- Prepares end users for new jobs
- Provides touch point between process and technology

→ Org Structure
Job Design
System Access

- Development and delivery of training materials to equip end users to perform their jobs in the system

→ Training Curriculum
Training Delivery
Performance Support

- The Development and distribution of key communication messages used for managing, and monitoring transition within an organization
- Building knowledge, accountability and sustainability within the Sponsorship Network and the end user community
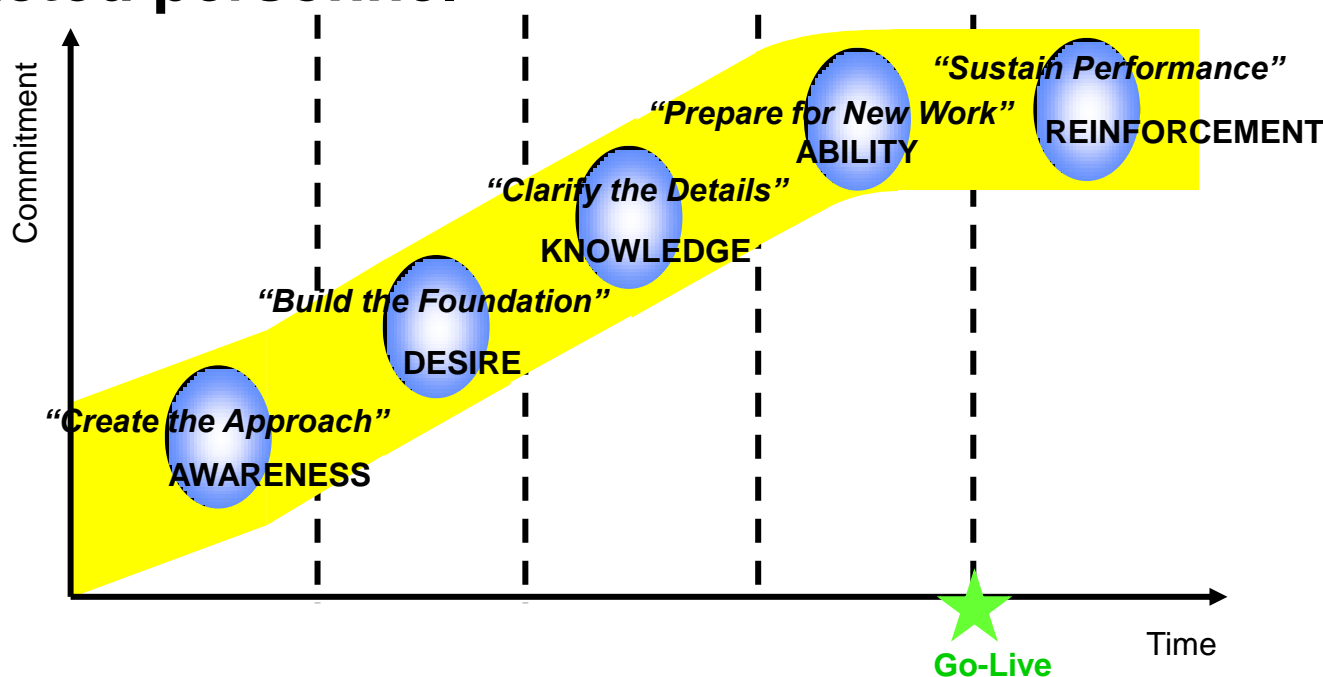
→ Communications
Change Readiness
Sponsorship Network

ADKAR MODEL

As with any major program impacting the workforce, DLA has a process to help activities deal with change to impacted personnel

Using the ADKAR model, Human Performance activities guide people and activities throughout the "phases" of change.

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Activities by Systems Lifecycle Phase

Human Performance activities typically encompass Organization Alignment, Knowledge Transfer & Training , and Change Management. The scope of work varies by transformation project.

	Plan & Analyze	Design	Build	Test	Deploy & Deliver
Tasks	• Analyze Organization Impact • Analyze Training Needs • Define Communication and Engagement Needs	• Design roles, jobs and teams • Design training & performance support • Plan communications and readiness	• Develop org. transition materials • Develop training materials • Develop Communication and readiness materials	• Align Staff to New Organization • Test Training and Access • Launch Train-the-Trainer • Launch End User Training • Deliver communications	• Evaluate training effectiveness • Update future requirements as needed • Launch communications
Outcomes	✓Organization Impact Assessment ✓Training & Performance Support Strategy ✓Communication and Engagement Strategy	✓Role, Job, Team Descriptions ✓Training Plan ✓Sponsorship and Communication Plan	✓Organization Transition Materials ✓User System Access Definitions ✓Training & Performance Support Materials ✓Communication and Sponsorship Materials	✓Train-the-Trainer ✓User Feedback ✓Completed User Access System Test ✓Sponsorship and Communication Evaluation	✓Training Evaluation ✓Completed Personnel Actions ✓Sponsorship and Communication Effectiveness

In support of various CPI projects, Audit Readiness/Sustainment and transformation activities J-17 (DLA Human Capital Business Integration) delivers comprehensive human performance support to a variety customers. Human Performance components includes:
- Change Readiness & communication (awareness, understanding, buy-in, commitment)
- Instructor-led & Web-based Training and Performance Support Materials
- Organization Alignment and Change Discussion Activities

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Business Process Support Structure

- **Includes many transformational programs with timeframes requiring synchronization**

- **Establishes an enterprise approach and organizing structure within impacted organizations**
    - Business Process Support (BPS)
    - Training delivery
    - Job Transition
    - Sponsorship and Communications delivery

- **Managing structure is the best focal point for integration at the location where capability is deployed**
    - Enables leadership commitment to change programs
    - Supports process, technology and people readiness activities in advance of "go-live"
    - Provides structure for ongoing support and coaching, post go-live

Human Performance Team Touch Points

Impacted Users

Project Teams

DLA Leadership

- Related DLA Initiatives
- End Users Customers Suppliers
- Testing / Deployment Teams
- Human Resources, (DLA Training, Operations and Policy)
- Tech Mgt / Sustainment
- **Human Performance Team**
- Logistics Operations, & DLA Acquisition
- Solution Delivery Teams
- DLA Strategic Plans and Policy
- Field Activities Commands
- DLA Information Technology

- Participate in decisions and reviews
- Provide Subject Matter Expertise
- Deliver communications
- Manage change network
- Identifying impacted audiences
- Coordinate and execute site transition activities

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Human Performance Team Touch Points

Human Resources Organization as Human Performance "Integrator"

- Provide Subject Matter Expertise on staffing, classification and labor relations
- Provide guidance on HR strategies, policies and procedures to inform approaches
- Participate in design and development of change network offering Enterprise Change Management guidance
- Provide guidance on Change Management materials, including surveys and focus groups (as needed)
- Participate in design and development of jobs including setting position sensitivity, ADP/IT level, creation and classification of PD, creation of PS and other support materials

Human Performance Team Touch Points

- Process realignments and reassignments including qualification/security checks Participate in development of Organization Design materials, including OA Proposals (as required)

- Incorporate organization alignment concepts in training materials

- Provide current training curriculum and course materials

- Maintain training curriculum and course materials

- Participate in defining training strategy, policies and procedures to communicate approach

- Participate in design and development of training materials

- Review and approval of training materials

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Human Performance (Overall)

Role	Responsibilities
Human Performance Leads	• Work with project leads to ensure Human Performance work is adequately scoped and staffed based on the impact of the functional and/or system changes • Work with the Human Performance project leads to ensure sub-teams have appropriate representation and involvement from the Process Areas, field activities, and human resource organizations • Work with the Program Office to de-conflict project schedules and resource overlaps/ gaps • Ensure Human Performance project deliverables and work products adhere to standard approaches for Org Alignment, Change Management and Training • Monitor compliance of Human Performance approaches with documentation in DLA OneBook and with other Human Resources guidance and procedures • Ensure Human Performance project teams coordinate development and review of project HP deliverables and work products with the appropriate stakeholders: Functional Teams, DLA Training, Operations, Policy Public Affairs Office, Process Management, Sustainment, Security, DISA, and field activities • As necessary, coordinate actions across project teams to ensure the appropriate level of integration re: new/revised jobs and access profiles, training development, and change management activities. • Actively engage with DLA stakeholders to ensure sponsorship and buy-in for the changes • Participate in Project milestone reviews and work towards resolution of HP issues impacting Go/ No-Go decisions • Prepare and deliver briefings to DLA Senior Executives re: Human Performance status and issues • Prepare and deliver briefings to Union Representatives for awareness and concurrence

Organization Alignment

Role	Responsibilities
Organizational Alignment Lead	• Provide guidance and oversight for job design and system access requirements. • Ensure adequate coordination and involvement with other Human Performance teams, functional teams, operations, policy, and field activities • Ensure adherence to standard approach
Process Owner(s)	Review and Signoff on Position Descriptions, Performance Plans, Position Sensitivity Reports and System Access Profiles.
Project Organization Alignment Team	• Understand as-is jobs and how they will be impacted by the project • Develop job design documentation (mapping of roles to process activities, Role Profiles, Job Profiles, Job Summaries) • Develop job build documentation (Position Descriptions, Performance Plans) • Develop job transition documentation (Job Info Sessions, Supervisor Workshops, employee Change Discussions and User Orientation) • Coordinate review of OA documentation with SMEs, DHRS, and Process Owners / Designees • Provide necessary information to labor and employee relations to facilitate Union coordination around changes to Position Descriptions and Performance Plans • Identify transaction to role mapping, design new/revised system access profiles, and work with Process Owners to confirm IT levels. • Coordinate with the functional and test teams and Sustainment Security team to document defects and test new/revised system access profiles

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Change Management Team

Role	Responsibilities
Change Management Lead	• Provide guidance and oversight of all communications and sponsorship activities • Ensure adequate coordination and involvement with other Human Performance teams , field activities, and other DLA communications groups • Ensure adherence to standard approach

Role	Responsibilities
Project Core CM Team	• Maintain project portion of the Enterprise Communications and Sponsorship Plan • Develop content for communication messages, sponsorship materials, and workforce readiness surveys and focus groups • Facilitate distribution of communications • Work with sites to organize local change management events and monitor outcomes • Develop and track communications to the field and conduct roadshows at supply centers and field activities
Project CM Site Leads/POCs	• Adapt content for roadshows and other sponsorship events • Organize and host sponsorship activities at respective locations • Cascade project communications to end users at their locations

Training

Role	Responsibilities
Training Lead	• Provide guidance and oversight for training development and end user deployment • Ensure adequate coordination and involvement with other Human Performance teams, functional teams, DLA Training, and field activities • Ensure adherence to standard approach
Process Owner Training Approvers	Provide functional guidance and conduct reviews of course material.
Environment Management	• (If applicable) Coordinate timelines to ensure training environment is delivered and configured based on end user deployment approach.
Training Liaisons	• Schedule classrooms and training participants (via LMS) • Monitor training completions; escalate attendance issues to local management and project teams • Review course evaluations and respond to feedback as necessary

Project Training Team	• Gain knowledge and understanding of processes, functional designs, and new jobs • Develop training materials (course outlines, storyboards, Instructor & Participant Guides, Participant Workbooks) • Coordinate review of course content with SMEs and Process Owner Training Approvers • Complete transaction captures in Captivate • (If applicable) Design exercises for Training Environment, identify transaction and data requirements, and coordinate with functional team and Tech Management to build training data
Project Functional & Test Teams	• Provide functional and application input and review of course material as needed.

Role & Responsibilities

Focal point for Human Performance activities for the respective organization/location:

- Participate in design of Human Performance approaches and resolution of Human Performance issues and risks

- Tailor Human Performance approaches to site needs

- Execute Human Performance and other Transition activities, including:
  - Identification of impacted audience; working with supervisors to understand impacts on each audience group
  - Training delivery (to include scheduling and follow-up)
  - Dissemination of program level communications to command and impacted audiences

- Work with Site Leads to plan and execute Human Performance activities at the site; engage them on key decisions, actions, and issues; help prepare briefings up to command

- Participate in continuous improvement initiatives

Role & Responsibilities

Site Leads - Focal point for program activities for the respective organization/location:

- Participate in project design decisions

- Provide resources to support project activities, e.g. design reviews, User Acceptance Testing, etc.

- Communicate approaches, actions, issues, and decisions to command and impacted audiences

- Support communication and sponsorship activities

- Coordinate and support cutover/conversion and transition activities at the site

- Coordinate with HP Site Lead to execute Human Performance related activities at the site

- Coordinate on and resolve cross-site issues

- Participate in continuous improvement initiatives

Role & Responsibilities, Cont.

Field Activity Commands & Site Teams

- Engage command and executive level as required, including communication of approaches and decisions

- Provide Subject Matter Expertise on impacted organizations, approaches and content

- Identifying change network: sponsors, supervisors, and change agents Identifying impacted audiences, map to access and training

- Coordinate and participate in site review of approaches, designs and work products/deliverables

- Coordinate and execute site transition activities (communications and training)

- Enforce training guidelines

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Questions